

ATTACHMENT C

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ATTACHMENT C

## SIGNIFICANT ACTIVITIES 1972-1981

This attachment describes OPAG's major projects, followed by a related paper on each, if one was completed by the Group:

1. Agency Promotion Policies and Procedures (paper attached)
2. An Assessment Center for the Office of Personnel (paper attached)
3. The Applicant Processing System (paper attached)
4. Clerical Career Service (paper attached)
5. The Competitive Evaluation and Ranking System (paper attached)
6. Conversion from Non-Professional to Professional Status in OP (paper attached)
7. The Fitness Report (paper attached)
8. The Headquarters Reassignment Questionnaire
9. Improving Communication Within the Office of Personnel (paper attached)
10. Improving OP's Image
11. Policy Towards Females Returning from Overseas Short of Tour
12. Position Control Register (paper attached)
13. PCR/Staffing Complement
14. Personnel Officer Trainee Program (paper attached)
15. Role of the Personnel Officer in the DDO (paper attached)
16. Rotational Assignments (paper attached)
17. SP (Personnel) Career Service (paper attached)
18. Training and Management Development in the Office of Personnel (paper attached)

NOTE: Asterisks on following pages indicates a paper is attached

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## SIGNIFICANT ACTIVITIES 1972 - 1981

Agency Promotion Policies and Procedures\*

C/Review Staff/Office of Personnel asked the JAP to examine Agency regulations on promotion policy, question the Senior Personnel Officers, and make recommendations based on interviews and research. After conducting interviews throughout the Agency, reviewing Federal government as well as CIA regulations concerning promotion policy, and discussing their findings with C/Review Staff, the JAP recommended increasing the number of voting officers on each promotion panel, developing a system to ensure that each individual being evaluated has been interviewed by every panel member, developing written criteria for promotion, and establishing a system of monitoring the use of such criteria. They also recommended two-grade promotions be granted when justified, that an attempt be made by the panels to indicate potential as well as rank, and that the Career Services develop "career ladders" which would be made available upon request. The OPAG also recommended studying the use of the Personal Rank Assignment (PRA) in the Agency and the development of consistent standards for its use. The OPAG Report on Promotion Policies was reviewed by the Director of Personnel who, according to OPAG's minutes, agreed to look into implementing some of their suggestions within the Office of Personnel. (1972-73)

An Assessment Center for the Office of Personnel\*

At a Directorate level Management by Objectives (MBO) meeting, the DDA suggested to the Director of the Office of Medical Services (OMS) that he look into the possibility of expanding the Agency's use of Assessment

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Centers. OJCS(ODP), OMS and the Office of Communications had already experimented with the use of Assessment Centers to identify management potential in young officers.

The Director/OMS discussed the DDA's suggestion with the Director of Personnel and he in turn passed this project to OPAG for their analysis. OPAG spent a good deal of time interviewing representatives from the OC, OMS, and OJCS. Because of the prohibitive cost of setting up an OP Assessment Center in terms of man-hours and funds, OPAG recommended against an Assessment Center for OP. The Director of Personnel accepted this recommendation and did not pursue this concept for OP. (1975)

#### The Applicant Processing System\*

The OPAG was tasked by the Director of Personnel to respond to a MAG request for information on recruitment and processing in the Agency. The OPAG studied the system, interviewed key personnel, and made a number of observations and recommendations to the Director of Personnel. OPAG cited various problem areas such as the time lags in the system, lack of feedback to the components and to the applicant, the ineffectiveness of the Skills Bank, and the time lag for security and medical processing, among others. The Director of Personnel commented that OPAG's paper was impressive, but that the recommendations for improving the system were not specific enough. The MAG was subsequently briefed in very general terms on OPAG's findings. (1974)

#### Clerical Career Service\*

For several months, the OPAG studied the feasibility of creating a separate Agency Clerical Career Service. The DDM&S and the MSAG were simultaneously studying this issue and reached the same conclusion . . . i.e.,

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a separate Clerical Career Service would be administratively too costly in time and personnel to administer, and that the majority of clerical employees themselves would not be in favor of a separate Service. OPAG recommendations were included in OP's staff study on this subject for the DDM&S. A separate Clerical Career Service was never established. (1973-1974)

#### The Competitive Evaluation and Ranking System\*

The Director of Personnel was asked by the DDM&S (now DDA) to respond to a paper submitted by the DCI's Management Advisory Group (MAG) on Career Services. Subsequently, as an offshoot of this project, OPAG was tasked with examining the Agency's and the Office of Personnel's procedures for evaluating and ranking personnel. After studying the issue, OPAG submitted a competitive evaluation and ranking system they had developed to the CMO and the Director of Personnel. In general, OPAG recommended that those being ranked and those doing the rankings have a consistent idea of the ranking criteria, and that the ranking criteria should be objective enough to allow any rater to judge skills and performance. Their system addressed ranking of professional personnel only. OPAG recommended that the grade of an individual's position be considered when ranking him/her, and that Personnel generalists were more valuable to the Career Service than specialists. These last two recommendations generated a good deal of discussion among OP management. The Director told the OPAG he would incorporate their study into his paper on the subject of Career Services for the DDM&S. (1973)

#### Conversion from Non-Professional to Professional Status\*

The CMO worked with OPAG to develop and implement procedures for selecting careerists for conversion from non-professional to professional status. OPAG's primary role in this effort was to adequately inform OP Careerists through small group briefings of the contents of these guidelines. (1979)

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**SECRET**Fitness Report\*

The JAP was tasked by the Chief, Review Staff, OP to prepare a concise report on the current Agency Fitness Report (FR) System. Rather than concentrate on the technical or mechanical aspects of the FR, the Panel prepared a "think paper" questioning the purposes and application of the FR within each Directorate. The Panel recommended that OP coordinate with each Directorate to analyze each Directorate's specific needs for an employee appraisal system, and to identify their realistic expectations from such a system. The Panel's goal in this regard was to convince Agency managers and supervisors that the FR was an integral part of their own system, and not just an artificially imposed OP device. The JAP's paper was incorporated into an on-going study on the Agency's Fitness Report System prepared by the Office of Personnel for the DCI. OP's final recommendations, that the employee see the whole Fitness Report and that the employee be able to add comments, and not just a rebuttal, reflect some of the JAP's suggestions. (1972-1973)

Headquarters Reassignment Questionnaire

The JAP initiated a study on the feasibility of using the Headquarters Reassignment Questionnaire (HRQ) within the SP Career Service. Although the Panel did not write any formal paper on the subject, they did decide to recommend to the Career Management Officer (CMO) and to the Director of Personnel that this form be instituted within the Office. The CMO was not in favor of using the HRQ under any circumstances, but the Director of Personnel recommended it be sent to Personnel Careerists near the completion of their tours of duty. (1979)

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Improving Communication Within the Office of Personnel\*

The Director of Personnel asked the Group to prepare a list of suggestions for improving communications within the Office of Personnel. They recommended that vacancy notices for all OP positions be circulated, that OPNs and OPMs be distributed Agency-wide, that the OP conduct RAP sessions between OP Senior Managers and Personnel Officers, that the Skills Sessions include wider personnel careerist participation, and that overseas officers receive notices of HQ personnel changes. This list of suggestions resulted in the Director of Personnel tasking the OPAG to prepare a report for him on how OPNs and OPMs could be more widely distributed, to actively encourage Personnel Officers to participate in the Skills Sessions, and to organize RAP sessions four times per year. He rejected the idea of OP vacancy notices and took under consideration whether or not overseas officers should receive HQ personnel notices.

Improving OP's Image

In 1976, the IG conducted a survey of the Office of Personnel. After reading their report, the Director of Personnel requested OPAG review it and suggest ways of improving the apparent negative image of the Office of Personnel. He suggested that they start an OP "advertising campaign" to improve their image and disseminate information about the OP. OPAG suggested and used bulletin boards, brochures, and seminar groups of Agency employees throughout the components in order to disseminate information about OP's capabilities. They suggested the booklet CIA and You, formerly given to new EODs, be distributed to components. They also devised a poster, "The Cat Who Wore Many Hats," which described the Component Personnel Officer performing a series of jobs. OPAG continued their campaign for about a year. (1976-1977)

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**SECRET**Policy Towards Females Returning from Overseas Short of Tour

The Director of Personnel asked the Panel to study the treatment of females who returned from overseas short of tour due to marriage plans. He was concerned that new and experienced employees were being handled differently. The Panel studied the issue and recommended that short of tour requests, whether from new or experienced females, should be handled consistently. The Director accepted this recommendation. (1979)

Position Control Register\*

The Director of Personnel asked the JAP to review the new PCR under development by the Support Information Processing System (SIPS) Task Force. The JAP interviewed component and Directorate Personnel Officers and decided the proposed new PCR provided too much biographical information to be used as an effective management tool, since the amount of sensitive data contained on this form would necessarily restrict the number of users. The JAP recommended SIPS develop two listings: a shortened position-oriented PCR for common use; and an expanded employee-oriented PSR (Personnel Status Report), for effective personnel administration. The final version of the new PCR incorporated suggestions from the JAP's report. (1979)

PCR/Staffing Complement Project

OPAG members had been contacted by many personnel officers regarding problems with the format of the PCR. OPAG decided to analyze the PCR and attempt to revise it. They conducted a detailed review and analysis of the PCR. They interviewed various personnel officers from a variety of Agency components, and finally decided that a staffing complement which would be useful to all components could not be devised. By unanimous agreement, they terminated this project after several months of discussions. No report was prepared. (1975)

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**SECRET**Personnel Officer Trainee Program\*

OPAG members initiated a study of the Personnel Officer Trainee Program (POT). Several of the new OPAG members at this time had been POTs, and felt the Program could be improved. OPAG drafted a proposed training schedule of for new POTs, which was then critiqued by the CMO. As a result of subsequent discussions between OP Panel members, the CMO and OPAG, a new, shortened POT schedule was designed, and the on-the-job training assignments for POTs were carefully examined. This paper generated discussion between OP Senior managers and OPAG concerning generalist vs. specialist personnel officers and the merits of each. However, the POT training sequence remained unchanged. (1974)

Role of the Personnel Officer in the DDO\*

The DCI established a task force composed of DDS (now DDA) and DDO officers to study DDS support in the DDO. The Director of Personnel asked OPAG for its views on this subject. The Panel interviewed all DDO Personnel Officers and recommended that the current DDO Personnel Staff be abolished. They suggested a new table of organization, and a redistribution of duties and responsibilities. They recommended a decentralization of CSGA, which the Director of Personnel rejected, but a number of other suggestions which he did accept, designed to streamline personnel management in the DDO. OPAG recommended eliminating the large central DDO Personnel Staff, and distributing the essential duties of that staff to line personnel officers. They showed how this would reduce the number of personnel required to perform the overall support function in the DDO, reduce response time on requests concerning Finance and Personnel matters, and eliminate the need for DDO officers to devote their operational time to personnel matters. This study was incorporated into the Office of Personnel's report to the DCI on Support in the DDO. (1973)

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~~SECRET~~Rotational Assignments\*

The JAP examined the possibility of formally identifying overseas positions within the Support Service which could be filled on a rotational basis by Personnel Careerists, and Personnel positions which could be filled by Support Officers. Up to this point, rotations between Personnel and Support had been effected, but only on an informal, ad hoc basis. The Panel suggested this interchange be formalized for the mutual benefit of both Career Services. The Director of Personnel was not in favor of formalizing these rotational assignments, as he preferred to maintain his flexibility on this issue. (1979)

SP (Personnel) Career Service\*

The Director of Personnel requested the Panel's views on the feasibility of dividing SP (Personnel) positions into various career categories and establishing specific criteria for these different fields, i.e. technical, professional, secretarial. The Panel recommended the following categories be established: Professional-Generalist; Specialist and Professional Trainee; Personnel Technician; and Clerical. The Professional Officer would be required to either hold a Bachelor's degree or have equivalent personnel experience. The Technician would only be required to be a high school graduate. The Panel recommended a separate Career Service for Clerical employees or at least for support clerical employees, be established. The Panel felt that by defining specific criteria for each position category, employees would have in effect a "career ladder." The Panel's recommendations were taken under review by the Director of Personnel. He told the Panel that the CMO would implement their suggestions concerning job classification within the Service, but that a separate study should be conducted on a Clerical Career Service.

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**SECRET**Training and Management Development in the Office of Personnel\*

The JAP examined the Office of Personnel's training policy and recommended a core of required courses for all personnel careerists, a list of courses for professional careerists GS-07-12, and special training for careerists GS-13-15. Their recommendations were incorporated into OPN 20-73-8, Training Policy and Guidelines for Members of the Personnel Career Service, 27 September 1973.

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